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The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Susan Hill, USAID/LAC/SPM.

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# **USAID/Paraguay**

## **FY 2002**

### **Results Review**

#### **and**

### **Resource Request**

March 15, 2000

## **Please Note:**

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

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U.S. AGENCY FOR  
INTERNATIONAL DEVELOPMENT

## MEMORANDUM

Date: March 15, 2000

To: AA/LAC, Carl Leonard

From: Director, USAID/Paraguay, F. Wayne Tate

Subject: USAID/Paraguay's FY 2002 Results Review and Resource Request (R4)

USAID/Paraguay continues to take pride in exceeding the terms of its management contract. As we make the transition to our new Strategic Plan, we are taking strong efforts to ensure that our focus stays upon the U.S. Government's overriding interest of strengthening democracy in Paraguay. Our activities in environment and health are now designed to incorporate vigorous citizen participation in determining the use of government resources in these important areas affecting people's lives.

The Mission has had two recent successes in mobilizing the forces of civil society to improve the situation in Paraguay. A coalition of NGOs prevented the expropriation of a significant section of the country's largest national park by the government. Another group of NGOs directly supported by USAID/Paraguay held public forums throughout the country to discuss national policy reforms. The two actions have activated civil society as a force for reform in Paraguay.

The Government of Paraguay's inability to adequately address the problems of the current economic crisis and move forward with state reform is having a very negative effect on this struggling democracy. The public perception is that the national government is not worried about community welfare, does not have a way to reactivate the economy, is not addressing endemic poverty, is not solving the problems of corruption and impunity, and is not demonstrating that it is able to govern during times of crisis. Many people think life was better under the dictatorship.

Socio-economic indicators support these citizen's perceptions. The Gross Domestic Product per capita has fallen for the past three years. Thirty two percent of the population is living in poverty. One third of the people have no access to health services, and the vast majority of rural communities do not have the services of a doctor (the country has less than 5 doctors for every 10,000 inhabitants). Only 44% of the population has access to potable water (this drops to 13% in rural areas). The average level of education is only 5.4 years, with the quality of this education being very questionable. These problems are accentuated by a lack of employment opportunities.

MAYOR FLEITAS 256 CASI MARISCAL ESTIGARRIBIA, ASUNCION PARAGUAY

USAID/Paraguay recognized these problems of poverty when designing its new Strategic Plan. We addressed government reform, and our decentralization effort is designed to ameliorate the effects of poverty through the provision of services at the local level. Until several months ago the Mission had not been encouraged to examine other proactive ways of addressing Paraguay's increasing poverty.

The Mission would like to develop an Economic Special Objective to address poverty, to encourage economic reforms, and to generate employment by expanding poor people's access to financial services. We are moving forward with our democracy program of providing municipal services and are looking at innovative financing schemes, such as the Development Credit Authority and other credit mechanisms. As we develop this financing infrastructure, credit services to small and micro enterprises in providing municipal services are envisioned. This same infrastructure could be further utilized in more widespread credit programs. This would not replace a general government policy reform process that urgently needs to be pursued, but may provide a ray of hope to the least advantaged segments of Paraguayan society. Our extensive connections with Paraguay civil society will facilitate this process.

During the last ten months, a lack of rain has resulted in devastating crop losses. The three disaster declarations during this time period and the continuation of hunger indicate that assistance of a more systemic or structural nature is required. We therefore request a serious review of the appropriateness of a Public Law (PL) 480 Title II program to address the structural problems that have led to increased poverty and endemic hunger. The initial step will be to have a Washington team come to Paraguay to analyze and document the scope of poverty and hunger in order to justify the development of a PL 480 program or other interventions.

During these times of crisis in Paraguay, the reductions in the DA funding level of our Democracy SO in FY 2002 from \$3.1 million to \$2.5 million sends the wrong signal to our Paraguayan partners. The unraveling of the coalition government, the reductions in loans from other donors who are skeptical about reform, and the importance of the U.S. role in Paraguay have left USAID/Paraguay as the most important, successful force in the emerging democratic process.

The reductions in our Environment SO from \$1.0 million to \$.75 million in FY 2002 will have an adverse impact on our program that has moved from a locally focused Special Objective to a Strategic Objective focusing on international issues. The NGOs involved in our program have just received international recognition as a result of the actions to protect the national park. We would like to be able to continue to support them adequately.

The reduction of operating expense (OE) from projections of over \$900,000 to \$810,000 in FY 2001 and FY 2002 will hurt considerably. Due to the increased costs of maintenance for the new office facility, the overall OE budget had no fat in it whatsoever. We were even warned by our Bolivian and LAC finance offices that we may have underestimated some of the costs associated with the new building. We request some restoration of our planned OE levels. Our program levels will have grown at a significantly higher rate than OE.

Thank you in advance for your consideration of these requests.

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## *List of Acronyms*

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ADR	alternative dispute resolution
ADS	Automated Directives System
AVSC	Access to Safe and Voluntary Contraception
CDC	Centers for Disease Control
CEPEP	Paraguayan Center for Population Studies
CEPPRO	Paraguayan Center for Liberty and Promotion of Social Justice
CEs	categorical exclusions
CIRD	Information and Resources Center for Development
COPE	client oriented provider efficient
CSO	civil society organization
CYP	couple-years of protection
DA	development assistance
DAI	Development Alternatives Inc.
EAs	environmental assessments
ESF	economic support funds
FMB	Moises Bertoni Foundation
GEF	Global Environmental Facility
GOP	Government of Paraguay
GTZ	German Technical Cooperation Agency
IDB	Interamerican Development Bank
IEC	information, education, and communication
IEE	initial environmental examinations
IFES	International Foundation for Election Systems
IPPF	International Planned Parenthood Federation
IULA	International Union of Local Authorities
JICA	Japanese International Cooperation Agency
JHU	Johns Hopkins University
LAC	Bureau for Latin America and the Caribbean
MCHS	Interim Maternal and Child Health Survey
MPP	Mission Performance Plan
MOH	Ministry of Health
NCSC	National Center for State Courts
NGO	non-government organization
NPS	National Probability Survey
NRHS	National Reproductive Health Survey
OAS	Organization of American States
OE	operating expense
PAHO	Pan-American Health Organization
PL	Public Law
PROMESA	Promotion for Health Improvement
PSI	Population Services International
QSD	quality service delivery
SO	Strategic Objective
SpO	Special Objective

SUNY	State University of New York
TNC	The Nature Conservancy
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
WWF	World Wildlife Foundation

*Part I*  
***Overview and Factors  
Affecting Program  
Performance***

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## *Overview and Factors Affecting Program Performance*

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**Summary Progress in Implementing the Currently Approved Strategic Plan.** USAID/Paraguay has achieved significant progress in the implementation of its Democracy Strategic Objective (SO) of improved responsiveness and accountability of key democratic institutions, its Environmental Special Objective of improved management of an expanded protected areas system, and its Population Special Objective of increased use of voluntary family planning services. In Democracy, the Mission facilitated free and fair elections; supported decentralization at the national level, while helping governors, mayors, and other local officials address community problems through greatly expanded community participation; fostered a more responsive and accessible system of justice through legal reform in criminal law, strengthened institutional development in the judicial system, and the introduction of alternative dispute resolution (ADR) mechanisms; and developed a civil-military dialogue that is redefining the role of a military in a democratic society.

The Mission's environmental program has helped conserve three globally important ecological regions while developing economic alternatives to deforestation. In family planning, the program has achieved important reductions in the total fertility rate through increases in contraceptive prevalence. This is extremely important in Paraguay, a country whose population is expanding at a faster rate than its economy.

**Most Significant Program Achievements.** In March 1999, the assassination of the Vice President of Paraguay led to massive demonstrations that resulted in the deaths of eight people. The President resigned and went into exile. During a critical week of crisis, the military remained neutral. For one of the few times in Paraguayan history, a volatile political situation was resolved without military intervention. USAID/Paraguay has devoted considerable effort in fostering understanding of the role of the military in a democracy. The effort has clearly been successful.

A coalition of non-governmental organizations (NGOs) in cooperation with USAID/Paraguay and other donors recently prevented government officials and landowners from expropriating 120,000 acres from the country's largest national park. The park is managed under USAID's Parks-in-Peril program. This is the first time that civil society has identified a source of corruption and has taken active measures to overcome the problem. This example of a united effort is now serving as a model for other civil society actions.

During 1999, a network of five NGOs supported by USAID/Paraguay held public forums on basic national government policy formulation in every department in Paraguay. Approximately 2,300 community leaders and governmental officials actively participated and expressed a strong interest in reforms, especially decentralization and the provision of basic health services, thereby validating USAID/Paraguay's focus on these issues. More broadly, as a result of these forums, an active civil society was able to participate in national government planning for the first time.

Although the national government has been slow in promoting decentralization and remains centralized and ineffective in meeting citizen needs, a quiet revolution is occurring at the departmental and municipal levels as local governments have assumed more active roles in both policy and administration. Local planning has begun to provide for democratic development, citizen participation is generating concrete results, and mechanisms for transparency are being established that will help reduce corruption. Paraguay is now, with USAID leadership, developing innovative activities with local governments to

provide increased services to their communities.

In the area of legal reform, Paraguay, with USAID/Paraguay support, has enacted a modern Penal Code, a new Criminal Procedures Code, and a Transition Law. The result is that major changes in procedures in criminal cases, such as the presentation of oral evidence through an adversarial process and the transfer of investigative responsibility from the Courts to prosecutors, have been implemented. The Transition Law has facilitated the release of prisoners who, while never having been convicted of a crime, have already served more time in jail than if they had been convicted. This is an important advance in protecting human rights. In addition, three community ADR centers have been established in the past year to expeditiously hear cases that do not need to go to the already overcrowded court system.

USAID/Paraguay has contributed to the sustainable development of Paraguay by promoting environmentally sound practices of natural resources management. Landowners are now joining conservation initiatives that are providing examples of sustainable economic alternatives for land use. USAID/Paraguay is also working closely with the government agency responsible for the management of protected areas by strengthening their institutional capacity and promoting the joint implementation of programs with local NGOs.

The Mission's family planning program has contributed to dramatically increasing the contraceptive prevalence rate for modern methods among women between the ages of 15 and 44 from 29% in 1987 to 48% in 1998. This upward trend is expected to continue and reach the Mission's target of 50% prevalence by the end of FY 2000. This program has been tied to effective health care delivery at the community level by channeling services through local institutions. A significant foundation for improved decentralized health services design and delivery at the municipal level has already been created with USAID/Paraguay support. This decentralization of the provision of health services complements Mission efforts to strengthen democratic processes, while effectively addressing health concerns.

In September and October 1999, the Mission's requests to help the victims of drought, frost, and fire brought disaster relief assistance to the departments of *Concepción*, *San Pedro*, and *Presidente Hayes*. On both occasions, donations have been channeled through the Paraguayan Red Cross in a fair and transparent way. In March 2000, a disaster declaration has brought some relief to the department of *Boquerón* where 17 indigenous communities were affected by the prolonged drought.

**Country Factors That Have Most Influenced Progress.** Paraguay is only now experiencing many of the trends that emerged years ago in other Latin American countries. Urbanization and a growing underclass are coupled with the challenge of explosive population growth. The country currently has approximately 5.2 million people. With an estimated annual population growth rate of 2.6%, the current population will double in approximately 25 years. Paraguay also faces problems of rampant corruption, a bloated central bureaucracy, and an extremely unbalanced income distribution.

Democratic government needs to demonstrate daily its relevance in the lives of people. USAID/Paraguay is working at various levels to help demonstrate the importance of democracy. The Paraguayan Constitution lays out a vision of democracy with free elections; independent executive, judicial, and legislative branches of government; protection of human rights; and virtually all the other rights and duties associated with a modern democracy. Unfortunately, implementation of these reforms has proven to be difficult.

Paraguay's fragile democracy is further threatened by the unsustainable exploitation of land, water, and wildlife resources. Immediate economic growth is severely threatened by the depletion of Paraguay's rich endowment of natural resources. A large supply of power, hydroelectrically generated, continues to be mismanaged by the national government and has been sold to Brazil at low prices, with allegations of corruption in administering the bi-national hydroelectric entity. Timber reserves, now 85% depleted, have been looted.

**Overall Prospects for Progress through FY 2002.** USAID/Paraguay's comparative advantages in Paraguay lie in its ability to develop state-of-the-art innovations that are replicable by other donors and in its close working relationships in civil society and local government. These areas of strength help the Mission maximize its impact by taking into account institutional, economic, social, and political constraints. USAID/Paraguay remains unique among donors by working exclusively through NGOs and other organizations. Through judicious use of its comparative advantages, USAID/Paraguay can continue to leverage its assistance to enhance the effects of its programs. The volume of USAID/Paraguay's resources is small in comparison to those of multilateral and bilateral donors, but its efforts and results are well respected and have been replicated by other donors.

The new Strategic Plan for FY 2001 through FY 2005 continues to focus on the strengthening of democracy as the U.S. Government's highest priority objective in Paraguay. The new plan takes a synergistic approach to integrating activities in environment and reproductive health to the overall democracy program. The program has a sharper focus on promoting democratic local governance and supporting an active civil society. Efforts with local governments will be expanded and deepened with an emphasis on their role as service providers, especially to marginalized groups. Anti-corruption initiatives will be introduced in the context of each program area. Health decentralization and an environmental program utilizing NGOs tie these two Strategic Objectives to the democratic civil society emphasis. The new Environmental Strategic Objective addresses critically important global and regional issues and focuses upon biodiversity conservation. The Reproductive Health Strategic Objective, while strengthening existing public and private family planning programs, envisions a broader program that addresses maternal and neonatal mortality.

*Part II*  
***Results Review***

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## ***USAID/Paraguay - 526-001.01 - Improved Responsiveness and Accountability of Key Democratic Institutions***

**Self Assessment.** Exceeding Expectations. The focus on strengthening the key democratic institutions of elections, judicial reform, local government, civilian control over the military, and the role of civil society in a democracy has now set the stage for the next level in Paraguay's transition to democracy.

**Summary.** Primary Link to Strategic Agency Framework – (2.4) Accountable Government Institutions. Secondary Link to Strategic Agency Framework – (2.1) Rule of Law/Human Rights, (2.2) Credible Political Processes, and (2.3) Politically Active Civil Society.

Link to U.S. National Interests – Democracy and Human Rights. The consolidation of democracy in Paraguay will assist in strengthening political and economic stability in the region and hemisphere.

Primary Link to the U.S. Embassy Mission Performance Plan (MPP) Goals – Democracy and Human Rights. “The goal is to consolidate and strengthen Paraguay's emerging democratic institutions, increase good governance and democratic practices, establish legitimate roles and missions for a professional armed forces, and establish broad-based respect for human rights.” Secondary Link to MPP Goals – Regional Stability.

Ten years after the overthrow of a 34-year dictatorship, many Paraguayans are unsure if democracy will deliver the promised better life and some are yearning for an authoritarian government to return. The purpose of this Strategic Objective is to strengthen Paraguay's nascent democracy by improving government responsiveness and accountability through the creation of an effective judiciary; an independent functioning electoral system; transparent local governments providing decentralized services based on wide citizen participation; a military that is based on civilian control; and an active, responsible civil society. The ultimate customers are the citizens of Paraguay.

**Key Results.** Four key intermediate results are being achieved under this Strategic Objective. 1. Free and fair elections with wide national participation and acceptance are instilling confidence in the basic democratic process. Since no elections were held in 1999, activities have focused on electoral reforms that will reduce the number of elections, shorten the duration of campaigns, make political party financing more transparent, strengthen the authority of the Electoral Tribunal, and increase the number of women running for elected offices. This package of reforms has been presented to Congress for approval.

2. Participatory and better functioning local governments are shaping an increasingly decentralized decision-making and service delivery process. The International Union of Local Authorities (IULA) and the Dutch Municipal Association have selected two municipalities under the USAID/Paraguay project in their top ten municipalities in Latin America having the best practices in participatory management. Participatory planning through the development of strategic plans at the local level has generated over 1000 identifiable project activities in the targeted areas, usually on a small scale, self-help basis. Slightly larger projects were frequently developed in targeted municipalities through cost sharing between municipalities, community groups, and individuals.

USAID/Paraguay support to the Council of Governors helped it to become a major advocate for decentralization. Institutional diagnosis and planning technical assistance helped the national municipal

association to greatly expand its membership. This association was instrumental in getting legislation approved that will provide a significant new source of funding to departments and municipalities this year from the royalties from two large dams in Paraguay.

3. A more responsive, accessible judiciary is starting to improve access to justice, a key to people's belief in a democratic society, as well as a necessary ingredient to encourage economic development. Three new ADR centers are handling a number of neighborhood and family disputes, thereby reducing the load on the formal court system. The newly developed Criminal Procedures Code and the Transition Law are drastically changing the Paraguayan criminal justice system. Oral evidence is now being presented in Court, thereby increasing transparency. Prosecutors, rather than judges, are responsible for criminal investigations, and the Government of Paraguay has budgeted for 400 new prosecutorial staff. The Transition Law has led to a review of the 94,000 pending criminal cases in the area of greater Asuncion, with 58,000 being purged to date. This will help avoid tremendous congestion in implementing the new oral procedures. The purging of cases will now continue outside of Asuncion.

4. A frank and open civil-military dialogue is helping the military to understand its new role in a democracy and will help ensure appropriate civilian oversight over the military. This dialogue was begun by military commanders who were very instrumental in assuring that the military did not intervene in the events of March 1999, thereby preserving Paraguayan democracy.

**Performance and Prospects.** Paraguay's transition to democracy remains uneven, incomplete, and unpredictable. Despite surviving the coup crisis in 1996, the country has been unable to shake the long shadow of authoritarian rule. The March 1999 assassination of the vice president was accompanied by massive non-violent protests and violent reprisals. The threat of military intervention and fear of another coup were prominent until the resignation of the president. As this young democracy came to a crossroads in March 1999, for the first time ever it was a mobilization of civil society that tipped the political balance against reverting to authoritarian rule.

Promoting democracy in Paraguay requires a three-tiered approach. First, the lack of confidence in the governmental institutions must be addressed by strengthening the capacity of local governments to deliver services in response to citizens needs. In this way, citizens will develop more interest and confidence in a responsive and effective political system and will be less vulnerable to alternative solutions. Second, civil society must be strengthened to be able to put pressure on the current political system to change and become more responsive. Third, an open, transparent policy dialogue needs to be installed which allows the inclusion of all groups, especially those that are traditionally marginalized, such as youth, women, and the rural poor.

Increasingly responsive local governments have begun to take a more active role in the country's development and to provide some real promise for the future. A modern generation of political leaders is being groomed at the local and regional levels. Constitutionally elected governors and mayors are now discussing important issues at the national level as well. During the last elections, ten former governors were elected to Congress. Paraguay's new generation of leaders appear to better understand the importance of participation, transparency, and honesty in public management. They are less vulnerable to corruption than the older, more entrenched national political actors, and many of them supported the demonstrations against the previous government.

**Adjustments to Plans.** USAID/Paraguay has a new Strategic Plan for FY 2001 – FY 2005. The

Strategic Objective (SO) for Democracy is Key Democratic Governance Practices Instituted. This SO will build on and move beyond the Mission's current strategy of strengthening selected key democratic institutions to achieve a second generation of reforms based on improving democratic governance. Examples of these key governance practices highlighted in the new democracy SO are transparent, participative decision-making; open, clear government management practices; a strong, active civil society; improved and responsive delivery of public services; and serious, thoughtful discussions on basic democratic issues at national and local levels.

**Other Donors.** The above areas of the proposed strategy represent a sharpening of the focus of the Mission to achieve more impact with its limited resources. USAID/Paraguay will also increase the impact of its programs by eliciting resources from other donors and has taken the lead in encouraging the donor community to support democracy, especially with the Inter-American Development Bank (IDB). Using USAID-initiated studies, the IDB has designed complementary projects to help modernize the State, to strengthen the judicial branch, and provide assistance to the Paraguayan Congress. The IDB is also executing a municipal strengthening project aimed mainly at designing new urban cadastres. The World Bank has a pending infrastructure loan to the Municipality of Asuncion. The Organization of American States (OAS) has worked closely with USAID/Paraguay in election assistance and will be involved in the vice-presidential elections. The German Technical Cooperation Agency (GTZ) is implementing a penal reform activity and a modernization of the Civil Registry. And the European Union has judicial, legislative, and state reform projects.

**Major Contractors and Grantees.** U.S. principal contractors and grantees are the International Foundation for Election Systems (IFES), Development Alternatives Inc. (DAI), and the National Center for Courts (NCSC). Local NGOs and grantees include the Information and Resources Center for Development (CIRD), the Paraguayan Center for Economic Liberty and Social Justice (CEPPRO), and Alter Vida.

## Democracy SO IR 1.1 Elections

<b>OBJECTIVE:</b> Improved Responsiveness and Accountability of Key Democratic Institutions			
<b>APPROVED:</b> 05/08/96 <b>ORGANIZATION /COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.1:</b> More efficient, transparent and participatory elections.			
<b>INDICATOR 1:</b> Population that considers the elections clean.			
<b>UNIT OF MEASURE:</b> Mean (0-100 scale).	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> National Probability Survey (NPS), Political Culture in Paraguay: 1996 Baseline Study of Democratic Values, 1998 Democratic Values Survey, and 2000 Democratic Values Survey.  <b>INDICATOR DESCRIPTION:</b> On a scale of 1-7, "To what extent do you believe that the last elections were clean, that is without fraud?" In order to make the presentation of the findings more readily understandable, all scales were converted to a 0-100 format.  <b>COMMENTS:</b> The increase between 1996 and 1998 is statistically significant at the .001 level. The successful elections in 1996 and 1998 have caused a tremendous change in citizen attitudes. Eighty percent of the respondents to the 1998 Democratic Values Survey also believed that the elections were free, meaning that people could vote for the candidate of their choice. The next survey will be conducted after the vice-presidential elections in August 2000.	96 (B)		45%
	97	N/A	N/A
	98	65%	75%
	99	N/A	N/A
	00 (T)	75%	

## Democracy SO IR 1.2 Local Government

<b>OBJECTIVE:</b> Improved Responsiveness and Accountability of Key Democratic Institutions			
<b>APPROVED:</b> 05/08/96 <b>ORGANIZATION /COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.2:</b> Participatory and better functioning sub-national governments.			
<b>INDICATOR 1:</b> Number of target sub-national governments with joint community projects implemented.			
<b>UNIT OF MEASURE:</b> Number.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Alter Vida, Development Alternatives Inc. (DAI), International Union of Local Authorities (IULA), and other partners.  <b>INDICATOR DESCRIPTION:</b> A joint community project is a process where members of the government and community identify a problem; develop a plan for addressing the problem, which includes planned implementation by members of the government and the community; and the action is implemented.  The targets reflect the number implemented yearly and are not cumulative. In other words, a project is "counted" only in the year implementation occurs. These actions will be measured in the Mission's priority sub-national government entities, which are defined as 25 sub-national units consisting of 3 departments and 22 municipalities. The three identified departments represent approximately 30% of the national population.  <b>COMMENTS:</b> In 1999, 2 departments and 17 municipalities implemented joint community projects in target communities. One additional department outside of the target area and four of its municipalities implemented a significant number of projects through USAID/Paraguay sponsored activities.	96 (B)		2
	97	7	9
	98	11	14
	99	14	19
	00 (T)	17	



<b>OBJECTIVE:</b> Improved Responsiveness and Accountability of Key Democratic Institutions <b>APPROVED:</b> 05/08/96 <b>ORGANIZATION /COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.2:</b> Participatory and better functioning sub-national governments.			
<b>INDICATOR 2:</b> Number of target sub-national governments supplying additional services.			
<b>UNIT OF MEASURE:</b> Number.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Alter Vida, Development Alternatives Inc. (DAI), International Union of Local Authorities (IULA), and other partners.  <b>INDICATOR DESCRIPTION:</b> Services include health care delivery, water and sanitation, transportation, and environmental planning provided by sub-national governments. This number reflects additional services and is not cumulative. This indicator measures new services and all the planning, design, and securitization of financing conducted by the sub-national government that goes into offering a basic service to the community.  The Mission is defining 25 priority sub-national governments to include 3 departments and 22 municipalities. The indicator represents the number of priority sub-national governments that are providing a new service to the community each year. The three identified departments represent approximately 30% of the national population.  <b>COMMENTS:</b> In the target area, one department and four municipalities supplied local health services for the first time. One municipality established a solid waste collection system, three others offered new sanitation services, and another municipality sponsored a job creation project. One department launched a regional development program, and five municipalities implemented comprehensive urban planning processes. One additional department outside of the target area and four of its municipalities offered new services in health, water, and sanitation through USAID/Paraguay sponsored activities.	96 (B)		2
	97	4	7
	98	8	11
	99	12	16
	00(T)	16	

## Democracy SO IR 1.3 Improved Access to a Strengthened Judicial System

<b>OBJECTIVE:</b> Improved Responsiveness and Accountability of Key Democratic Institutions <b>APPROVED:</b> 05/08/96 <b>ORGANIZATION /COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.3:</b> Increased access to a strengthened judicial system.			
<b>INDICATOR 1:</b> Number of targeted key reforms enacted by Congress.			
<b>UNIT OF MEASURE:</b> Cumulative Number.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Paraguayan Center for Liberty and Promotion of Social Justice (CEPPRO), State University of New York (SUNY), and the National Center for State Courts (NCSC).  <b>INDICATOR DESCRIPTION:</b> The targeted key legal reforms include the Penal Code, the Criminal Procedures Code, the Transition Law, the Public Ministry Statute, and the Judicial Framework Law.  <b>COMMENTS:</b> Targets are set to reflect the immense amount of time needed for the drafting, presenting, modifying, and lobbying bills that go to Congress for the passage of major pieces of legislation. The Penal Code took effect in November 1998, the Transition Law in July 1999 and will be in effect until the end of February 2003, and the Penal Procedures Code took partial effect on July 1999 and came into total effect in March 2000. The Public Ministry Statute was passed by the Senate in December 1999. Expectations are that it will be passed by the lower house of Congress during 2000. The Transition Law is a very important piece of legislation because it prevents old, pending criminal cases from congesting the new judicial system and allows prisoners who have served their time to be released from prison.	96 (B)		0
	97	1	1
	98	2	2
	99	3	3
	00 (T)	4	

## ***USAID/Paraguay – 526-002.01 – Improved Management of an Expanded Protected Areas System***

**Self Assessment.** Exceeding Expectations. New landowners are joining conservation initiatives and developing examples of sustainable economic alternatives to land use, and NGOs are forming coalitions to protect the environment.

**Summary.** Primary Link to Strategic Agency Framework – (5.5) Natural Resource Management. Secondary Link to Strategic Agency Framework – (5.1) Global Climate Change and (5.2) Biological Diversity.

Link to U.S. National Interests - Global Issues: Environment. The U.S. national interest is “to secure a sustainable global environment in order to protect the U.S. and its citizens from the effects of international environmental degradation.”

Primary Link to MPP Goals - Environment. The emphasis is to promote the conservation and sustainable use of biodiversity through improved management of natural resources.

Due to USAID/Paraguay’s support, important progress has now been made in terms of the creation of protected areas. In partnership with USAID’s Bureau for Latin America and the Caribbean (LAC), two Parks in Peril sites, *Mbaracayu* and *Defensores del Chaco*, have been strengthened. Defensores del Chaco represents the first public-private partnership for park management in Paraguay. The GOP has now recognized the utility of working directly with an NGO in order to improve park management, obtain support for the surrounding community, and obtain additional resources. In addition, USAID/Paraguay has worked with owners of private lands on the development of additional private protected areas. Significant progress has been made in helping local NGOs achieve the institutional capacity necessary to sustain local level conservation activities. The ultimate beneficiaries of these efforts are the people of Paraguay who will not suffer unsustainable exploitation of land, water, and wildlife resources.

**Key Results.** Four new models of biodiversity and sustainable use of natural resources have been implemented in three major ecoregions. One site, located in the Pantanal wetlands, was in the first protected area in this important ecoregion. Two others, located in the Chaco dry forest, contain several unique ecosystems. For example, salt-water ponds that attract thousands of birds and facilitate ecotourism. The fourth site is located in the important interior Atlantic rain forest.

The basic protection capacity of *Defensores del Chaco* National Park was strengthened through the improvement of its physical infrastructure, the training of the park guards, and the organization of environmental education seminar with local stakeholders in the buffer zone. Two new control posts were built and the facilities of the headquarters were improved. A national training workshop for park guards was held in the park where forty rangers from Paraguay and three from Bolivia were trained.

Legal issues abound in relation to conserving biodiversity in Paraguay. A very important accomplishment was the recent coalition of NGOs and donor agencies that prevented GOP officials and wealthy landowners from carving 120,000 acres from the country’s largest national park. The coalition of over 25 environmental and non-environmental NGOs protected the legal boundaries of the park. This endeavor represents a significant achievement for civil society. The NGOs involved are now

looking for other important issues to jointly support.

During the past year, a bill has been written to facilitate the registration of protected areas. For the first time in Paraguay, representatives of civil society have presented a bill directly to Congress. The bill is to develop a Ministry of the Environment and Natural Resources. Conservation easements are also being developed as a legal mechanism to protect biodiversity in private landholdings.

The focus on improving human capacity to manage and to understand the importance of protected areas resulted in the publication in 1999 of an environmental education manual for use in the Chaco dry forest area. A training course in environmental education has been implemented for teachers in three of the new protected areas. And participatory rural appraisals and implementation in two communities have led to improvements in health, education, and in the quality and quantity of local subsistence crops.

The search for economic alternatives to deforestation developed in protected areas has led to three important pilot projects related to tourism, as well as two interesting projects on the selective extraction of timber. Two major studies, one on the use of non-timber species of plants and the other on sustainable use of species of fauna, will lead to economic alternatives to deforestation that may apply in forested areas similar to the protected areas in which the studies have been conducted. Other alternative uses of flora and fauna are also in the development stage.

**Performance and Prospects.** Paraguay, with one of the highest rates of deforestation in the world, continues to lose 10% of its remaining original forest cover every year, threatening the future of unique regional ecosystems. Successful models of sustainable management of natural resources are very important in preventing deforestation, which will result in unknown environmental consequences. Current initiatives in these areas have provided an important foundation on which to base future activities. USAID/Paraguay's future interventions will complement those of other donors and will ensure the successful dissemination of lessons learned into the development and implementation of ecoregional conservation plans. Because environmental problems aggravate poverty and complicate the transition to democracy, it is imperative that Paraguay develop and implement sustainable land use models to preserve the last remnants of these important ecosystems.

USAID/Paraguay plans to very selectively support new demonstration activities through cooperative agreements with NGOs. However, in its new Strategic Plan, the bulk of programmatic activities focus upon regional conservation initiatives, rather than on parks and reserves within Paraguay. These include supporting bilateral and international treaties and agreements.

In view of Paraguay's rapidly increasing regional integration in the Southern Cone and the corresponding environmental threats, the Mission's limited resources can be maximized through support to regional conservation efforts. Coordination with USAID/Bolivia and USAID/Brazil in these efforts will further leverage overall USAID resources in the region. The Mission's previous environmental programming has been successful. Many of these activities to develop technical skills will be continued locally or through other donors. The achievement of NGO and civil society strengthening goals identified through this Strategic Plan will be an important means to achieve locally led conservation initiatives.

**Adjustments to Plans.** In USAID/Paraguay's new Strategic Plan the Environmental Strategic Objective will be directed at globally significant ecoregions; will integrate efforts in Argentina, Bolivia, and Brazil; and will be led by Paraguayan NGOs, civil society organizations (CSOs), and municipal and

departmental governments possessing the skills required for competent participation in these efforts. The Environmental SO will support both global and regional priorities and the Agency's global environmental objectives of biological diversity conservation and climate change amelioration by protecting forests and wetlands that store carbon. The SO will also strengthen and complement USAID/Bolivia's efforts to conserve the Chaco and Pantanal, and USAID/Brazil's and LAC's recent investments in the Pantanal.

This SO will also improve results under the Democracy Strategic Objective. Continued environmental destruction can only lead to increased rural poverty and future loss of economic opportunity, which will be a destabilizing factor in Paraguay's still-fragile democracy. USAID/Paraguay believes that a vibrant civil society, actively participating within a functioning democracy, is critical to successfully addressing these environmental concerns through effective advocacy and participation in creating and implementing national environmental policies. Accordingly, the initiatives with CSOs and local government strengthening that are key components of USAID/Paraguay's Democracy SO are complemented in its environmental programming.

**Other Donors.** Other donors continue to be highly involved, in close coordination with USAID, in the conservation of natural resources activities in Paraguay. All donors are working directly with the GOP and in most cases also with local NGOs. The Global Environmental Facility (GEF) is involved in the protection of ecosystems of regional and global importance in Paraguay. The Japanese International Cooperation Agency is trying to diminish the severe deforestation problem that Paraguay faces with a reforestation project. The German Technical Cooperation Agency is developing a national strategy for the protection of natural resources and strengthening the GOP's capacity in environmental management. The European Union is implementing a program for promoting education, health, agricultural development, and improved park management in the Chaco region of the country.

**Major Contractors and Grantees.** USAID implements activities through The Nature Conservancy (TNC) and World Wildlife Foundation (WWF), which are U.S. based. Two local NGOs, the Moises Bertoni Foundation and the Desdel Chaco Foundation, are also involved in the program.

## Environment Special Objective

<b>OBJECTIVE:</b> Improved Management of an Expanded Protected Areas System <b>APPROVED:</b> 05/08/96 <b>ORGANIZATION/COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME:</b> Improved management of an expanded protected areas system.			
<b>INDICATOR:</b> Number of models of biodiversity conservation and sustainable use of natural resources implemented.			
<b>UNIT OF MEASURE:</b> Cumulative Number.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Moises Bertoni Foundation and Desdel Chaco Foundation. <b>INDICATOR DESCRIPTION:</b> Various models of biodiversity conservation and of sustainable use of natural resources will permit more possibilities for the conservation of important ecosystems in Paraguay. <b>COMMENTS:</b> Model 1 is a fully protected nature reserve with the entire area dedicated to wildlife and habitat preservation. Model 2 is a nature reserve mixing preservation with sustainable use. Model 3 is a nature reserve that combines preservation, sustainable use, and intensive use. Model 4 is based upon methods of conservation and sustainable economic use and does not include a fully preserved zone. In 1999, one new protected area was developed in the Pantanal wetlands, two new protected areas were established in the Chaco dry forest ecoregion, and one new protected area was formed in the eastern Paraguay in an important segment of the interior Atlantic rain forest.	96 (B)		2
	97	3	3
	98	4	4
	99	5	8
	00 (T)	6	

## Environment SpO IR 1.2 Human Capacity

<b>OBJECTIVE:</b> Improved Management of an Expanded Protected Areas System <b>APPROVED:</b> 05/08/96 <b>ORGANIZATION/COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.2:</b> Improved human capacity to manage and understand the importance of protected areas.			
<b>INDICATOR:</b> Number of reserves that are offering educational programs to people in the reserves or in buffer zones.			
<b>UNIT OF MEASURE:</b> Cumulative Number.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Moises Bertoni Foundation and Desdel Chaco Foundation. <b>INDICATOR DESCRIPTION:</b> Environmental education programs being conducted that demonstrate some measurable, positive impact. <b>COMMENTS:</b> One area of focus in 1999 was upon the training of local primary school teachers. More than 100 teachers from 25 rural schools were trained under this program in the zones of influence of three existing protected areas. As part of the sustainable development strategy, participatory rural appraisals with an emphasis on environmental issues were conducted with selected group of communities living in the buffer zone of two recently created protected areas.	96 (B)		1
	97	2	3
	98	4	4
	99	7	9
	00 (T)	10	

## Environment SpO IR 1.3 Economic Alternatives

<b>OBJECTIVE:</b> Improved Management of an Expanded Protected Areas System <b>APPROVED:</b> 05/08/96 <b>ORGANIZATION/COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.3:</b> Economic alternatives to deforestation developed on protected areas.			
<b>INDICATOR:</b> Number of economic alternatives implemented on protected areas.			
<b>UNIT OF MEASURE:</b> Cumulative Number.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Moises Bertoni Foundation and Desdel Chaco Foundation. <hr/> <b>INDICATOR DESCRIPTION:</b> Each viable economic alternative being carried out on a private property will be counted. <hr/> <b>COMMENTS:</b> One of the main obstacles to increasing the number of landowners participating in the Private Reserves Program has been the lack of financial incentives which take into consideration the conservation of natural resources. Landowners have not seen the practical benefits of switching from their traditional methods of managing resources. This situation is especially true with medium and small landowners who are economically dependent on the production from their land.  In 1999, three new sites were implementing ecotourism projects. Two new sites were extracting timber on a selective basis, thereby preserving the forest while obtaining financial gains.	96 (B)		6
	97	8	10
	98	10	21
	99	12	26
	00(T)	15	

## ***USAID/Paraguay – 526-003.01 – Increased Use of Voluntary Family Planning Services***

**Self Assessment.** Exceeding Expectations. Increased use of family planning services is occurring through the social marketing of contraceptives, educational activities in schools, community centered communication initiatives, improved health care facilities, and increased efficiency in providing family planning services.

**Summary.** Primary Link to Strategic Agency Framework – (4.1) Unintended Pregnancies Reduced.

Link to U.S. National Interests - Global Issues: Population. Paraguay has one of the highest population growth rates (2.6%) in the Western Hemisphere. Stabilizing population growth promotes economic and social progress, such as reduced poverty and decreased migration to cities and other countries.

Primary Link to MPP Goal - Population. The emphasis is to increase the use of voluntary family planning services in order to stabilize the population. Secondary link to MPP Goals - Health.

The purpose of this Special Objective is to increase current contraceptive prevalence by expanding access to and use of voluntary family planning services that reduce the number of maternal deaths and unintended pregnancies, especially targeting poor women, adolescents, rural populations, and other marginalized groups. Three intermediate results are necessary for success: 1) expanding access to family planning services by offering these services through existing public and private facilities that do not currently provide them, rather than establishing new facilities; 2) improving the quality of reproductive health and family planning services by establishing a range of modern family planning methods by providers with adequate technical and managerial skills; and 3) having advanced towards the sustainability of family planning services.

**Key Results.** 1. Access. The social marketing program for contraceptives is currently marketing condoms through over 3800 informal commercial outlets in rural and marginal areas. In addition to sales, an extensive information, education, and communication (IEC) campaign is being carried out to motivate responsible sexual behavior that avoids unintended pregnancies and sexually transmitted diseases.

USAID/Paraguay's program for adolescent outreach continued its educational activities in schools, public squares, and through radio messages. A set of materials about pregnancy prevention, sexually transmitted diseases, and sexual responsibility have been distributed to communities and health providers. A community communication initiative is rallying local governments, private and public sector institutions, as well communities and their leaders around reproductive health issues. The "Health Fair" is using an education through entertainment approach with health messages specifically designed for adolescents and young couples.

More emphasis is now being placed on supporting the implementation of the Government of Paraguay's decentralization of the publicly operated primary health care system. The initial stage of decentralization devolved the responsibility for operating public health care facilities to local governments and local health councils. USAID/Paraguay, with the Pan-American Health Organization (PAHO), has signed an agreement with the MOH to develop health decentralization pilot projects in three departments.

Decentralization will put policy-making authority and operating control closer to the client, and in this way many of the inefficiencies and unresponsiveness of a centrally controlled system may be eliminated.

Technical assistance has included work with local governments to strengthen financial administration and funds transfer mechanisms, as well as technical assistance to local health centers in implementing information collection systems and other administrative procedures in coordination with local health councils. Three local NGOs are working to offer health services through a complete package of training in management skills, clinical services, and communications strategies.

2. **Quality.** USAID/Paraguay has continued to introduce the concept of quality service delivery. The quality model, client oriented provider efficient (COPE), is a managerial tool to improve services that includes a basic package of selected family planning services for the community and establishes minimum service delivery conditions which assure quality family planning. In 1999, the number of quality service delivery points expanded to 22 throughout 3 departments. Hospitals involved with COPE have identified opportunities for the delivery of family planning services during admission to maternity wards and are now offering these services after providing careful counseling. Other positive changes to improve the quality of care include adjusting the consultation timetable to the needs of the client; employing more qualified personnel; and improving privacy, physical infrastructure, and counseling.

3. **Sustainability.** In order to promote sustainability, the institutional strengthening of the Paraguayan Center for Population Studies (CEPEP) continues. CEPEP engages in family planning outreach activities nationwide, including social marketing of pills and condoms through community-based distribution networks. CEPEP's more efficient management system, along with better quality and diversification of services, has enabled it to increase sustainability. It is now covering 55% of its expenditures through its own resources. This is far above the target of 40%. USAID/Paraguay is working closely with CEPEP to promote family planning services in the private sector and has also supported the development of a population unit in the GOP's planning agency to ensure the sustainability of family planning.

**Performance and Prospects.** Contraceptive prevalence using modern methods for women between the ages of 15 and 49 has increased significantly, from 29% in 1987 to 48% in 1998. This upward trend is expected to continue and reach the target of 50% prevalence by the end of FY 2000. Couple-years of protection (CYP) is expanding as a result of contraceptives supplied by the Government of Paraguay and the private sector. Activities to assist the private sector organize cost-effective services are being carried out through local NGOs and U.S. cooperating agencies.

USAID's support for expanded access to family planning services includes the expansion of community-based and alternative distribution systems, including an innovative contraception social marketing program, to reach underserved rural and marginal urban areas. In addition, program efficiency and sustainability are addressed through training and technical assistance in contraceptive logistics management, specialized clinical training, financial and program management, and closer coordination between the public and private sector.

**Adjustment to Plans.** The new Reproductive Health Strategic Objective (FY 2001 – FY 2005), while strengthening existing public and private family planning programs, envisions a larger program of reproductive health initiatives to augment delivery of services to rural and urban adolescents, single adults, and couples. This program will enable Paraguay to approach the goal of “every child a wanted and healthy child, and every mother a survivor.” USAID/Paraguay will direct activities towards



reducing Paraguay's maternal mortality rate through the provision of enhanced reproductive health services and maternal health care, thereby improving neonatal survival rates.

USAID/Paraguay will also focus on improving decentralized community health care, increasing community participation, improving local level management of health providers, and building NGO capacity. Technical assistance will be directed at services provided through local governments and the private sector. The Mission's Reproductive Health Strategic Objective is closely linked with its Democracy Strategic Objective, and activities will be mutually reinforcing.

**Other Donors.** USAID/Paraguay is assuming a leadership role in donor coordination, leveraging additional resources toward key reproductive health results, and developing new approaches that can be followed by other partners. The World Bank has a project to decrease maternal and infant mortality in six departments in rural areas of Paraguay. The Inter-American Development Bank (IDB) is planning a similar loan to provide a parallel range of services in five additional rural departments. The Pan-American Health Organization (PAHO) in Paraguay is working in health sector reform; the institutional development of the MOH; epidemiological surveillance of infectious diseases; and health promotion and prevention in maternal, child and mental health.

The United Nations Fund for Population Activities (UNFPA) is a key partner in future activities. PAHO and the United Nations Children's Fund (UNICEF) also provide technical assistance to primary care programs in family planning and reproductive health. The International Planned Parenthood Federation (IPPF) provides funding to its local affiliate, and the German Technical Cooperation Agency (GTZ) provides support for a targeted adolescent reproductive health program. The Japanese International Cooperation Agency (JICA) has been developing a decentralized health management model in one department and is coordinating with USAID and the GOP under the U.S.-Japan Common Agenda.

**Major Contractors and Grantees.** USAID implements the program through the following U.S.-based organizations: Population Services International (PSI), Access to Voluntary and Safe Contraception (AVSC), Johns Hopkins University (JHU), and the Centers for Disease Control (CDC). Local organizations funded by the Mission are the Paraguayan Center for Population Studies (CEPEP), the Information and Resources Center for Development (CIRD), and Promotion for Health Improvement (PROMESA).

## Population Special Objective

<b>OBJECTIVE:</b> Increased Use of Voluntary Family Planning Services			
<b>APPROVED:</b> 05/08/96 <b>ORGANIZATION/COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME:</b> Increased use of voluntary family planning services.			
<b>INDICATOR:</b> Couple-years of contraceptive protection (CYP).			
<b>UNIT OF MEASURE:</b> Number .	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> The Ministry of Health (MOH), CEPEP, and PSI's annual reports of contraceptive supply distribution.  <b>INDICATOR DESCRIPTION:</b> The number of couples protected from pregnancy by family planning services during a one-year period, based on the volume of all contraceptives sold or distributed during that period.  <b>COMMENTS:</b> This indicator includes only information for MOH, CEPEP, and PSI and does not include distribution through other major outlets, such as other private providers and major segments of the commercial sector.	96 (B)		107,000
	97	125,000	109,000
	98	132,000	132,000
	99	145,000	146,000
	00 (T)	156,000	

## Population SpO IR 1.1 Access

<b>OBJECTIVE:</b> Increased Use of Voluntary Family Planning Services			
<b>APPROVED:</b> 05/08/96 <b>ORGANIZATION/COUNTRY:</b> USAID/Paraguay			
<b>RESULT NAME 1.1:</b> Expanded access to family planning services.			
<b>INDICATOR 1:</b> Percentage of young adults using contraception at first sexual intercourse.			
<b>UNIT OF MEASURE:</b> Percentage.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> The 1990 and 1995/6 National Reproductive Health Surveys (NRHS) and 1998 Interim Maternal and Child Health Survey (MCHS) conducted by the Centers for Disease Control (CDC) and the Paraguayan Center for Population Studies (CEPEP).  <b>INDICATOR DESCRIPTION:</b> Contraceptive use in this age group is a measure of access, reflecting knowledge and availability of services.  <b>COMMENTS:</b> Young adults are an important target group for the Mission's population program. Sixty percent of the country's population is under 24 years of age. Their sexual behavior will have a significant impact on health indicators like HIV/AIDS prevalence and the maternal mortality rate.	87 (B)		12.2%
	96	24%	24%
	97		N/A
	98	28%	35%
	99		N/A
	00 (T)	40%	

## Population SpO IR 1.2 Quality

<b>OBJECTIVE:</b> Increased Use of Voluntary Family Planning Services <b>APPROVED:</b> 05/08/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Paraguay			
<b>RESULT NAME 1.2:</b> Improved quality of family planning services in priority regions.			
<b>INDICATOR 1:</b> Quality service delivery (QSD) points providing services in priority regions.			
<b>UNIT OF MEASURE:</b> Cumulative number of QSDs.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Ministry of Health's yearly assessment of the number of delivery sites that fulfill the criteria defined below.  <b>INDICATOR DESCRIPTION:</b> A quality service delivery point is a service delivery site where trained staff, adequate supplies and suitable facilities are present simultaneously for the delivery of a basic package of family planning services to meet client needs. These services include IUD insertion, three modern methods at a minimum, counseling, and adequate follow up. Priority regions are the departments of Cordillera, Central and Misiones, plus the city of Asuncion.  <b>COMMENTS:</b> In order to become a QSD site, a facility must introduce changes in its management. This is expected to happen with the introduction of COPE (client oriented provider efficient), a managerial tool to improve quality of health services. Using COPE's instruments, the clinic staff develop action plans to solve different types of problems detected. Generally problems are solved with the clinics own resources.	96 (B)		0
	97	3	3
	98	12	17
	99	20	22
	00 (T)	30	

## Population SpO IR 1.3 Sustainability

<b>OBJECTIVE:</b> Increased Use of Voluntary Family Planning Services <b>APPROVED:</b> 05/08/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Paraguay			
<b>RESULT NAME 1.3:</b> To have advanced towards the sustainability of family planning services.			
<b>INDICATOR 2:</b> Income generated by CEPEP.			
<b>UNIT OF MEASURE:</b> Percentage.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Paraguayan Center for Population Studies (CEPEP) financial records  <b>INDICATOR DESCRIPTION:</b> The percentage of CEPEP's operational budget covered by revenues generated from sales of commodities and fees for services.  <b>COMMENTS:</b> The target was exceeded by cutting down unnecessary expenditures and increasing revenues by expanding and diversifying services through associated clinics.	94 (B)		15%
	95	25%	35%
	96	37%	35%
	97	37%	38%
	98	40%	52%
	99	42%	55%
	00(T)	44%	

*Part III*

# ***Resource Request***

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## *Resource Request Narrative*

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**Introduction.** USAID/Paraguay has followed LAC guidance in preparing its program budget tables for FY 2001 and FY 2002. The R4 overall target for FY 2002 of \$9.75 is \$1.75 million less than FY 2001 level of \$11.5 million. However, it is in line with the LAC's commitment to fund USAID/Paraguay at its "high option" funding level.

**DA and ESF Resources Requested for the Democracy Strategic Objective.** The appropriate mix of DA and ESF funding levels was discussed during the review of the USAID/Paraguay Strategic Plan. It was recognized that there is a critical opportunity to strengthen democracy in Paraguay and that this is the highest objective within the Mission Performance Plan (MPP). The mixture of DA and ESF funding would not change the Intermediate Results of the Democracy section of the Strategic Plan because the funds will be used interchangeably.

The State Department views democracy as a development issue. This means that ESF should be used strategically on a multi-year basis with DA on Democracy Strategic Objectives. However, because the State Department's planning does not revolve on a five-year cycle, it cannot commit to an ESF funding level over the life of Paraguay's Strategic Plan.

The concern of USAID/Paraguay is that the reduction in DA funding from \$3.1 million for democracy in FY 2001 to \$2.5 million in FY 2002 will have an adverse affect on the planning and implementation of the democracy SO. DA funds have historically been more definite than ESF. USAID/Paraguay therefore requests that the democracy DA level of \$3.1 million be restored in FY 2002.

**DA Resources Requested for the Environment Strategic Objective.** The request for FY 2000 of \$1.0 million is in line with Paraguay's needs. The new strategy for this SO will be closely related to the democracy strategy. It is based on the belief that environmental problems directly affect the country's transition to democracy by aggravating rural poverty and straining limited resources. Unsustainable land and resource use is also endangering Paraguay's unique, regional ecosystems. Civil society must exercise an active oversight role to ensure the success of environmental initiatives. Strengthening civil society's advocacy role supports one of the key objectives of the democracy strategy and should bring the basic issues related to appropriate natural resource utilization to the forefront of public debate.

The reduction in environmental funding in FY 2002 to \$0.75 million represents a 25% reduction in this SO. At this level, changes may have to be made in projected accomplishments. USAID/Paraguay therefore requests an increase of \$0.25 million in its FY 2002 levels.

**DA Resources Requested for the Reproductive Health Strategic Objective.** The reduction from \$3.9 million in FY 2001 to \$3.0 million in FY 2002 actually reflects historic levels of funding for this SO. At this level USAID/Paraguay will be able to achieve its objectives in reproductive health.

## GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration						
				FY 2000		FY 2001		FY 2002	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit		Operating Unit	Global Bureau
Democracy Strategic Objective	Democracy Fellow - 936-5466	High	Sept. 2002		75		75		75
Democracy Strategic Objective	Peace Corps - 936-1421	High	Sept. 2002		150		150		150
Democracy Strategic Objective	EHP II - 936 - 5994	High	Jun. 2004		340		500		500
Environment Strategic Objective	Conservation of Biological Diversity - 936-5554	High	Sept. 2003		250		400		400
Reproductive Health Strategic Objective	AVSC - 936-3068	Medium-High	Aug. 2003		200		180		100
Reproductive Health Strategic Objective	Population Leaders Program - 936-3070	High	Jul. 2004		200		250		250
Reproductive Health Strategic Objective	Information, Education & Communication Support Proj. - 936-3052	High	Nov. 2002		200		320		200
Reproductive Health Strategic Objective	PRIME II - 936-3093	Low	Sept. 2004		0		350		200
Reproductive Health Strategic Objective	The Policy Project - 936-3078	Low	May. 2001		15		0		0
Reproductive Health Strategic Objective	CCP - 936-3057	Medium-High	2,003		250		200		200
Reproductive Health Strategic Objective	Quality Assurance Project (QAP) - 936-5992	High	Sept. 2001		0		400		350
<b>GRAND TOTAL.....</b>					1,680		2,825		2,425

\* For Priorities use high, medium-high, medium, medium-low, low

## *Operating Expense and Workforce Narrative*

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In response to cables from the U.S. Embassy in Asuncion in the wake of the East Africa bombings, USAID/Paraguay received notification during FY 1999 that its office had to be relocated for security reasons. In cooperation with the Regional Security Officer at the Embassy and the USAID Office of Security in Washington, D.C., a suitable location has been identified. The move should be completed in the near future.

USAID/Paraguay projected its operating expense calculations on the costs of the new office facility during the preparation of the new Strategic Plan. These calculations were based on the belief that the major expenses related to the move to the new office building would be incurred prior to the start of this Strategic Plan. It was also understood that security related expenses would not be funded from the Mission's operating expense funds. Operating expenses were only increased from roughly the \$800,000 level to reflect increased costs at the new facility during the Strategic Plan period. Total operating expenses were therefore held almost constant at a level slightly above \$900,000 per year from FY 2001 through FY 2005. Small fluctuations from year to year were based on changes in statutory allowances and non-discretionary travel.

Unfortunately, the levels of \$810,000 in FY 2001 and \$810,000 in FY 2002 are considerably below the planned levels. The \$900,000 level included full travel costs in FY 2002 for the planned reassignment of the two U.S. Direct Hires. USAID/Paraguay therefore requests that LAC try to increase OE levels to reflect increased costs. The Mission will do its best to reduce OE costs and has already made progress in reducing ICASS costs.

During the Strategic Plan review, LAC supported the Mission's plan to hire one or two additional program funded staff during the course of the new Strategic Plan. The staff levels in the workforce tables do not include these projected increases because of the staffing levels provided by LAC. However, the need still exists to hire these people in FY 2001 or FY 2002. The staff levels do reflect the move of some staff from OE to program funding and the addition of a Computer Specialist in FY 2000.

## FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: Paraguay  
 Approp: DA  
 Scenario:

S.O. # , Title															
FY 2000 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
<b>526-001.01 Democracy Strategic Objective:</b> Improved responsiveness and accountability of key democratic institutions.															
	Bilateral	2,135						0					2,135	3,500	900
	Field Spt	565											565	510	180
		2,700	0	0	0	0	0	0	0	0	0	0	2,700	4,010	1,080
<b>526-002.01 Environment Special Objective:</b> Improved management of an expanded protected areas system.															
	Bilateral	275										275		340	120
	Field Spt	250										250		310	200
		525	0	0	0	0	0	0	0	0	0	525	0	650	320
<b>526-003.01 Population Special Objective:</b> Increased use of voluntary family planning services.															
	Bilateral	1,135					1,135							980	350
	Field Spt	865					865							1,050	280
		2,000	0	0	0	0	2,000	0	0	0	0	0	0	2,030	630
<b>526-004.01 Democracy Strategic Objective:</b> Key Democratic Governance Practices Instituted.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>526-005.01 Environment Strategic Objective:</b> Management of Globally important Ecoregions Improved.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>526-006.01 Reproductive Health Strategic Objective:</b> Use of Voluntary Reproductive Health Services Increased.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 7:</b>															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 8:</b>															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		3,545	0	0	0	0	1,135	0	0	0	0	275	2,135	4,820	1,370
Total Field Support		1,680	0	0	0	0	865	0	0	0	0	250	565	1,870	660
<b>TOTAL PROGRAM</b>		<b>5,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</b>	<b>2,700</b>	<b>6,690</b>	<b>2,030</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	0
Democracy	2,700
HCD	0
PHN	2,000
Environment	525
Program ICASS	22
GCC (from all Goals)	400

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	5,203
Dev. Assist ICASS	22
Dev. Assist Total:	5,225
CSD Program	0
CSD ICASS	0
CSD Total:	0



## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: Paraguay  
 Approp: DA  
 Scenario:

S.O. # , Title															
FY 2001 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
526-001.01 <b>Democracy Strategic Objective:</b> Improved responsiveness and accountability of key democratic institutions.															
	Bilateral	0						0						900	0
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	900	0
526-002.01 <b>Environment Special Objective:</b> Improved management of an expanded protected areas system.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-003.01 <b>Population Special Objective:</b> Increased use of voluntary family planning services.															
	Bilateral	0												350	0
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	350	0
526-004.01 <b>Democracy Strategic Objective:</b> Key Democratic Governance Practices Instituted.															
	Bilateral	2,375											2,375	1,450	925
	Field Spt	725											725	650	255
		3,100	0	0	0	0	0	0	0	0	0	0	3,100	2,100	1,180
526-005.01 <b>Environment Strategic Objective:</b> Management of Globally important Ecoregions Improved.															
	Bilateral	600										600		430	290
	Field Spt	400										400		340	260
		1,000	0	0	0	0	0	0	0	0	0	1,000	0	770	550
526-006.01 <b>Reproductive Health Strategic Objective:</b> Use of Voluntary Reproductive Health Services Increased.															
	Bilateral	2,200					2,200							1,620	580
	Field Spt	1,700					1,700							1,440	540
		3,900	0	0	0	0	3,900	0	0	0	0	0	0	3,060	1,120
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		5,175	0	0	0	0	2,200	0	0	0	0	600	2,375	4,750	1,795
Total Field Support		2,825	0	0	0	0	1,700	0	0	0	0	400	725	2,430	1,055
<b>TOTAL PROGRAM</b>		<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>3,100</b>	<b>7,180</b>	<b>2,850</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	3,100
HCD	0
PHN	3,900
Environment	1,000
Program ICASS	23
GCC (from all Goals)	750

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	7,977
Dev. Assist ICASS	23
Dev. Assist Total:	8,000
CSD Program	0
CSD ICASS	0
CSD Total:	0

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: Paraguay  
 Approp: DA  
 Scenario:

S.O. # , Title															
FY 2002 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
526-001.01 <b>Democracy Strategic Objective:</b> Improved responsiveness and accountability of key democratic institutions.															
	Bilateral	0						0							
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-002.01 <b>Environment Special Objective:</b> Improved management of an expanded protected areas system.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-003.01 <b>Population Special Objective:</b> Increased use of voluntary family planning services.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-004.01 <b>Democracy Strategic Objective:</b> Key Democratic Governance Practices Instituted.															
	Bilateral	1,775											1,775	1,970	730
	Field Spt	725											725	680	300
		2,500	0	0	0	0	0	0	0	0	0	0	2,500	2,650	1,030
526-005.01 <b>Environment Strategic Objective:</b> Management of Globally important Ecoregions Improved.															
	Bilateral	350										350		280	360
	Field Spt	400										400		360	300
		750	0	0	0	0	0	0	0	0	0	750	0	640	660
526-006.01 <b>Reproductive Health Strategic Objective:</b> Use of Voluntary Reproductive Health Services Increased.															
	Bilateral	1,700					1,700							1,650	630
	Field Spt	1,300					1,300							1,210	630
		3,000	0	0	0	0	3,000	0	0	0	0	0	0	2,860	1,260
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		3,825	0	0	0	0	1,700	0	0	0	0	350	1,775	3,900	1,720
Total Field Support		2,425	0	0	0	0	1,300	0	0	0	0	400	725	2,250	1,230
<b>TOTAL PROGRAM</b>		<b>6,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>2,500</b>	<b>6,150</b>	<b>2,950</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	2,500
HCD	0
PHN	3,000
Environment	750
Program ICASS	24
GCC (from all Goals)	600

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	6,226
Dev. Assist ICASS	24
Dev. Assist Total:	6,250
CSD Program	0
CSD ICASS	0
CSD Total:	0

## FY 2000 Budget Request by Program/Country

Fiscal Year: 2000

Program/Country: Paraguay

Approp: ESF

Scenario:

S.O. # , Title															
FY 2000 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
526-001.01 <b>Democracy Strategic Objective:</b> Improved responsiveness and accountability of key democratic institutions.															
	Bilateral	1,000						0					1,000	850	350
	Field Spt	0													
		1,000	0	0	0	0	0	0	0	0	0	0	1,000	850	350
526-002.01 <b>Environment Special Objective:</b> Improved management of an expanded protected areas system.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-003.01 <b>Population Special Objective:</b> Increased use of voluntary family planning services.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-004.01 <b>Democracy Strategic Objective:</b> Key Democratic Governance Practices Instituted.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-005.01 <b>Environment Strategic Objective:</b> Management of Globally important Ecoregions Improved.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-006.01 <b>Reproductive Health Strategic Objective:</b> Use of Voluntary Reproductive Health Services Increased.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		1,000	0	0	0	0	0	0	0	0	0	0	1,000	850	350
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>850</b>	<b>350</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	0
Democracy	1,000
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	1,000
Dev. Assist ICASS	0
Dev. Assist Total:	1,000
CSD Program	0
CSD ICASS	0
CSD Total:	0

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001

Program/Country: Paraguay

Approp: ESF

Scenario:

S.O. # , Title															
FY 2001 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
526-001.01 <b>Democracy Strategic Objective:</b> Improved responsiveness and accountability of key democratic institutions.															
	Bilateral	0						0						350	0
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	350	0
526-002.01 <b>Environment Special Objective:</b> Improved management of an expanded protected areas system.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-003.01 <b>Population Special Objective:</b> Increased use of voluntary family planning services.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-004.01 <b>Democracy Strategic Objective:</b> Key Democratic Governance Practices Instituted.															
	Bilateral	3,500											3,500	2,350	1,150
	Field Spt	0													
		3,500	0	0	0	0	0	0	0	0	0	0	3,500	2,350	1,150
526-005.01 <b>Environment Strategic Objective:</b> Management of Globally important Ecoregions Improved.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-006.01 <b>Reproductive Health Strategic Objective:</b> Use of Voluntary Reproductive Health Services Increased.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		3,500	0	0	0	0	0	0	0	0	0	0	3,500	2,700	1,150
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>2,700</b>	<b>1,150</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	3,500
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	3,500
Dev. Assist ICASS	0
Dev. Assist Total:	3,500
CSD Program	0
CSD ICASS	0
CSD Total:	0

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002

Program/Country: Paraguay

Approp: ESF

Scenario:

S.O. # , Title															
FY 2002 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
526-001.01 <b>Democracy Strategic Objective:</b> Improved responsiveness and accountability of key democratic institutions.															
	Bilateral	0						0							
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-002.01 <b>Environment Special Objective:</b> Improved management of an expanded protected areas system.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-003.01 <b>Population Special Objective:</b> Increased use of voluntary family planning services.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-004.01 <b>Democracy Strategic Objective:</b> Key Democratic Governance Practices Instituted.															
	Bilateral	3,500											3,500	3,800	350
	Field Spt	0													
		3,500	0	0	0	0	0	0	0	0	0	0	3,500	3,800	350
526-005.01 <b>Environment Strategic Objective:</b> Management of Globally important Ecoregions Improved.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
526-006.01 <b>Reproductive Health Strategic Objective:</b> Use of Voluntary Reproductive Health Services Increased.															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		3,500	0	0	0	0	0	0	0	0	0	0	3,500	3,800	350
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>3,800</b>	<b>350</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	3,500
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	3,500
Dev. Assist ICASS	0
Dev. Assist Total:	3,500
CSD Program	0
CSD ICASS	0
CSD Total:	0

Workforce Tables

Org_ USAID/PARAGUAY								Total SO/SpO	Total						Total Mgmt.	Total Staff
End of year On-Board									Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
FY 2000 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/ U.S. Direct Hire	0.5	0.5	0.5					1.5	0.5						0.5	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	2	1	6				9	9
Subtotal	0.5	0.5	0.5	0	0	0	0	1.5	2.5	1	6	0	0	0	9.5	11
Program Funded 1/ U.S. Citizens	2							2							0	2
FSNs/TCNs	4.5	1.5	1					7							0	7
Subtotal	6.5	1.5	1	0	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce	7	2	1.5	0	0	0	0	10.5	2.5	1	6	0	0	0	9.5	20
TAACS								0							0	0
Fellows	1	1						2							0	2
IDIs								0							0	0
Subtotal	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	8	3	1.5	0	0	0	0	12.5	2.5	1	6	0	0	0	9.5	22

Workforce Tables

Org_ USAID/PARAGUAY								Total SO/SpO							Total Mgmt.	Total Staff
End of year On-Board									Org.	Fin.	Admin.	Con-	All			
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Mgmt.	Mgmt	Mgmt	tract	Legal	Other			
OE Funded: 1/ U.S. Direct Hire	0.5	0.5	0.5					1.5	0.5						2	
Other U.S. Citizens								0							0	
FSN/TCN Direct Hire								0	2	1	6				9	
Other FSN/TCN								0							0	
Subtotal	0.5	0.5	0.5	0	0	0	0	1.5	2.5	1	6	0	0	0	11	
Program Funded 1/ U.S. Citizens	2							2							2	
FSNs/TCNs	4.5	1.5	1					7							7	
Subtotal	6.5	1.5	1	0	0	0	0	9	0	0	0	0	0	0	9	
Total Direct Workforce	7	2	1.5	0	0	0	0	10.5	2.5	1	6	0	0	0	20	
TAACS								0							0	
Fellows	1	1						2							2	
IDIs								0							0	
Subtotal	1	1	0	0	0	0	0	2	0	0	0	0	0	0	2	
TOTAL WORKFORCE	8	3	1.5	0	0	0	0	12.5	2.5	1	6	0	0	0	22	

Workforce Tables

Org. USAID/PARAGUAY End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target																
<b>OE Funded: 1/</b>																
U.S. Direct Hire								1.5	0.5						0.5	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0	2	1	6				9	9
Other FSN/TCN								0							0	0
Subtotal								1.5	2.5	1	6	0	0	0	9.5	11
<b>Program Funded 1/</b>																
U.S. Citizens								2							0	2
FSNs/TCNs								7							0	7
Subtotal								9	0	0	0	0	0	0	0	9
Total Direct Workforce								10.5	2.5	1	6	0	0	0	9.5	20
TAACS								0							0	0
Fellows								2							0	2
IDIs								0							0	0
Subtotal								2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE								12.5	2.5	1	6	0	0	0	9.5	22



# USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

<b>Mission:</b>	<b>526-PARAGUAY</b>
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Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003

Senior Management				
<b>SMG - 01</b>	1	1	1	1
Program Management				
<b>Program Mgt - 02</b>				
<b>Project Dvpm Officer - 94</b>	1	1	1	1
Support Management				
<b>EXO - 03</b>				
<b>Controller - 04</b>				
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>				
<b>Secretary - 05 &amp; 07</b>				
Sector Management				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>				
<b>Democracy - 12</b>				
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>				
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>				
<b>Health/Pop. - 50</b>				
<b>Education - 60</b>				
<b>General Dvpm. - 12*</b>				
<b>RUDO, UE-funded - 40</b>				
<b>Total</b>	2	2	2	2

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	24		24	0		0			0
	Subtotal OC 11.1	24	0	24	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH	0		0	0		0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0
11.8	FN PSC Salaries	255		255	306		306	310		310
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	255	0	255	306	0	306	310	0	310
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	39		39	39		39	15		15
12.1	Cost of Living Allowances	3		3	3		3	3		3
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits	5.4		5.4			0			0
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	47.4	0	47.4	42	0	42	18	0	18
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	1.4		1.4	0		0			0
13.0	Other Benefits for Former Personnel - FNDH			0	0		0			0

**OPERATING EXPENSES**

<b>Org. Title: USAID/PARAGUAY</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 526</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	1.4	0	1.4	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0			0			0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0	8		8
21.0	Assignment to Washington Travel			0			0	2.6		2.6
21.0	Home Leave Travel	8.2		8.2			0	5.4		5.4
21.0	R & R Travel			0	6		6			0
21.0	Education Travel	1.4		1.4			0	1.4		1.4
21.0	Evacuation Travel			0			0			0
21.0	Retirement Travel			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10		10	9		9	3		3
21.0	Site Visits - Mission Personnel	7		7	7		7	3		3
21.0	Conferences/Seminars/Meetings/Retreats	7		7	6		6	3		3
21.0	Assessment Travel			0			0			0
21.0	Impact Evaluation Travel			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0
21.0	Recruitment Travel			0			0			0
21.0	Other Operational Travel	6		6	6		6			0
	Subtotal OC 21.0	39.6	0	39.6	34	0	34	26.4	0	26.4
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0	0		0	22.5		22.5
22.0	Home Leave Freight	3		3	0		0	22.5		22.5
22.0	Retirement Freight			0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.	3		3	1.5		1.5	1		1
22.0	Transportation/Freight for Res. Furniture/Equip.	2		2	2		2	1		1
	Subtotal OC 22.0	8	0	8	3.5	0	3.5	47	0	47
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	82.1		82.1	103		103	112		112
23.2	Rental Payments to Others - Warehouse Space	0		0			0			0
23.2	Rental Payments to Others - Residences	58		58	64		64	64		64

**OPERATING EXPENSES**

<b>Org. Title: USAID/PARAGUAY</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 526</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
	Subtotal OC 23.2	140.1	0	140.1	167	0	167	176	0	176
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	8		8	10		10	10		10
23.3	Residential Utilities	6.6		6.6	6.5		6.5	7		7
23.3	Telephone Costs	32		32	34		34	34		34
23.3	ADP Software Leases			0			0			0
23.3	ADP Hardware Lease			0			0			0
23.3	Commercial Time Sharing			0			0			0
23.3	Postal Fees (Other than APO Mail)	0.2		0.2	0.2		0.2	0.1		0.1
23.3	Other Mail Service Costs			0			0			0
23.3	Courier Services	3.5		3.5	4		4	4		4
	Subtotal OC 23.3	50.3	0	50.3	54.7	0	54.7	55.1	0	55.1
24.0	Printing and Reproduction			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0
25.1	Management & Professional Support Services			0			0			0
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	32		32	35		35	37		37
25.2	Residential Security Guard Services	4		4	4		4	4		4
25.2	Official Residential Expenses	1.1		1.1	1.1		1.1	1.1		1.1
25.2	Representation Allowances	0.3		0.3	0.3		0.3	0.3		0.3
25.2	Non-Federal Audits			0			0			0
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees	1.6		1.6	1.6		1.6	1.6		1.6
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts	1		1	0		0	0		0
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0
25.2	Other Miscellaneous Services	12		12	6		6	3		3
25.2	Staff training contracts	7		7	2.8		2.8			0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	59	0	59	50.8	0	50.8	47	0	47

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	52.6		52.6	63		63	70		70
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	52.6	0	52.6	63	0	63	70	0	70
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	10		10	10		10	10		10
25.4	Residential Building Maintenance	7.4		7.4	8		8	8.5		8.5
	Subtotal OC 25.4	17.4	0	17.4	18	0	18	18.5	0	18.5
25.6	Medical Care	1.2		1.2	0		0			
	Subtotal OC 25.6	1.2	0	1.2	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	6		6	4		4	4		4
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	9		9	7		7	6		6
25.7	Vehicle Repair and Maintenance	6		6	7		7	6		6
25.7	Residential Furniture/Equip. Repair and Maintenance	4		4	4		4	4		4
	Subtotal OC 25.7	25	0	25	22	0	22	20	0	20
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	18		18	14		14	11		11
	Subtotal OC 26.0	18	0	18	14	0	14	11	0	11
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	6		6	5		5	3		3
31.0	Purchase of Office Furniture/Equip.	9		9	6		6	3		3
31.0	Purchase of Vehicles	0		0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0
31.0	ADP Hardware purchases	16		16	8		8	3		3
31.0	ADP Software purchases	10		10	4		4	2		2
	Subtotal OC 31.0	41	0	41	23	0	23	11	0	11
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0

TABLE PARAGUAY02R2B\_OE

# OPERATING EXPENSES

Org. Title: Org. No: OC		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office	20		20	12		12	0		0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	20	0	20	12	0	12	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		800	0	800	810	0	810	810	0	810

## Additional Mandatory Information

Dollars Used for Local Currency Purchases	500		500		500
Exchange Rate Used in Computations	G3,510.00	=	\$ 1		4200

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 0 0 0

## Narrative explaining changes :

11.1 Base Pay - FNDH : Employee retired effective 12/31/99.

11.8 FN PSC Salaries: In FY 2000 Mission is budgeting only 10 months salary & benefits payments since no forward funding is allowed this fiscal year.

12.1 Other FNDH benefits: Retirement benefits paid to FNDH retired on 12/31/99 - Under Educational Allowance dependent under Educ. Allow. Away from post will be under educational travel.

21.0 Post Assignment travel - Assignment to Washington and Home Leave travel - Home leave and return to post planned for FY 2000 and planned reassignment travels for FY 2002.

No other than non discretionary travel will be possible due to budget constraints. Operational travel its kept to a minimum in FY 2002.

23.2 Rental payments - increases in rental payment is based on the rental contracts.

32.0 Building renovation/alteration office: ren/alt. costs other than security at both buildings (current and new location).

## ***ANNEX 1: Environmental Compliance***

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In FY 2001, USAID/Paraguay will initiate its new Strategic Plan with three Strategic Objectives: Democracy, Environment, and Reproductive Health. Activities with local governments under the Democracy SO will involve construction of water supply systems, wastewater treatment, and solid waste disposal. Assistance is needed from LAC so that the necessary analyses can be performed prior to the beginning of FY 2001.

In September 1997, categorical exclusions (CEs) under CFR 216.2 (c) were issued for activities under Democratic Strengthening and Family Planning Services. No activities are planned in FY 2000 that will require environmental determinations. All initial environmental examinations (IEEs), CEs, and environmental assessments (EAs) are on file at USAID/Paraguay. All activities are in compliance with their corresponding IEEs, CEs, and EAs. During the IEE review, each Project Officer was provided with copies of the Automated Directives System (ADS) 204 guidance and a copy of 22 CFR 216 and given instructions on how to incorporate these regulations into Mission planning.

## ***ANNEX 2: Current Results Framework***

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**DEMOCRACY STRATEGIC OBJECTIVE: Improved responsiveness and accountability of key democratic institutions.**

- I.R. 1.1:** More efficient, transparent and participatory elections.
- I.R. 1.2:** Participatory and better functioning sub-national governments.
- I.R. 1.3:** Increased access to a strengthened judicial system.
- I.R. 1.4:** Civil-military dialogue supportive of democracy increased.

**ENVIRONMENTAL SPECIAL OBJECTIVE: Improved management of an expanded protected areas system.**

- I.R. 1.1:** ~~New areas created with management plans implemented.~~ Discontinued.
- I.R. 1.2:** Improved human capacity to manage and understand importance of protected areas.
- I.R. 1.3:** Economic alternatives to deforestation developed in protected areas.

**POPULATION SPECIAL OBJECTIVE: Increased use of voluntary family planning services.**

- I.R. 1.1:** Expanded access to family planning services.
- I.R. 1.2:** Improved quality of family planning services in priority regions.
- I.R. 1.3:** To have advanced towards the sustainability of family planning services.



### ***ANNEX 3: New Strategic Plan Results Framework***

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#### **DEMOCRACY STRATEGIC OBJECTIVE: Key Democratic Governance Practices Instituted.**

- I.R. 1.1:** More effective and accountable local governments developed.
- I.R. 1.2:** Development of an active civil society encouraged.
- I.R. 1.3:** National democratic reform process expanded.

#### **ENVIRONMENTAL STRATEGIC OBJECTIVE: Sustainable Management of Globally Important Ecoregions Improved.**

- I.R. 1.1:** Ecoregional management capacity of local NGOs strengthened.
- I.R. 1.2:** Policy, legal, and financial tools from improved ecoregional management developed.

#### **POPULATION STRATEGIC OBJECTIVE: Use of Voluntary Reproductive Health Services Increased.**

- I.R. 1.1:** Decentralized community based health care improved.
- I.R. 1.2:** Access to quality reproductive health services expanded.